COORDINATION

by Dr. Satyabrata Dash

Coordination

Introduction

- Co-ordination is a process which ensures **smooth interplay** of the functions of management. **Common objectives are achieved without much wastage of time, efforts and money with the help of co-ordination.**
- Co-ordination is the **essence of management** (because it permeates all levels of management). It is implicit and inherent in all functions of management.
- Co-ordination is **not a separate function of management**, because achieving coordination leads to the achievement of group goals, which is a key to success of management.
- All management seeks to achieve co-ordination through its basic functions such as **planning, organizing, staffing, directing and controlling.**
- Co-ordination is an integral element or key ingredient of all the managerial functions

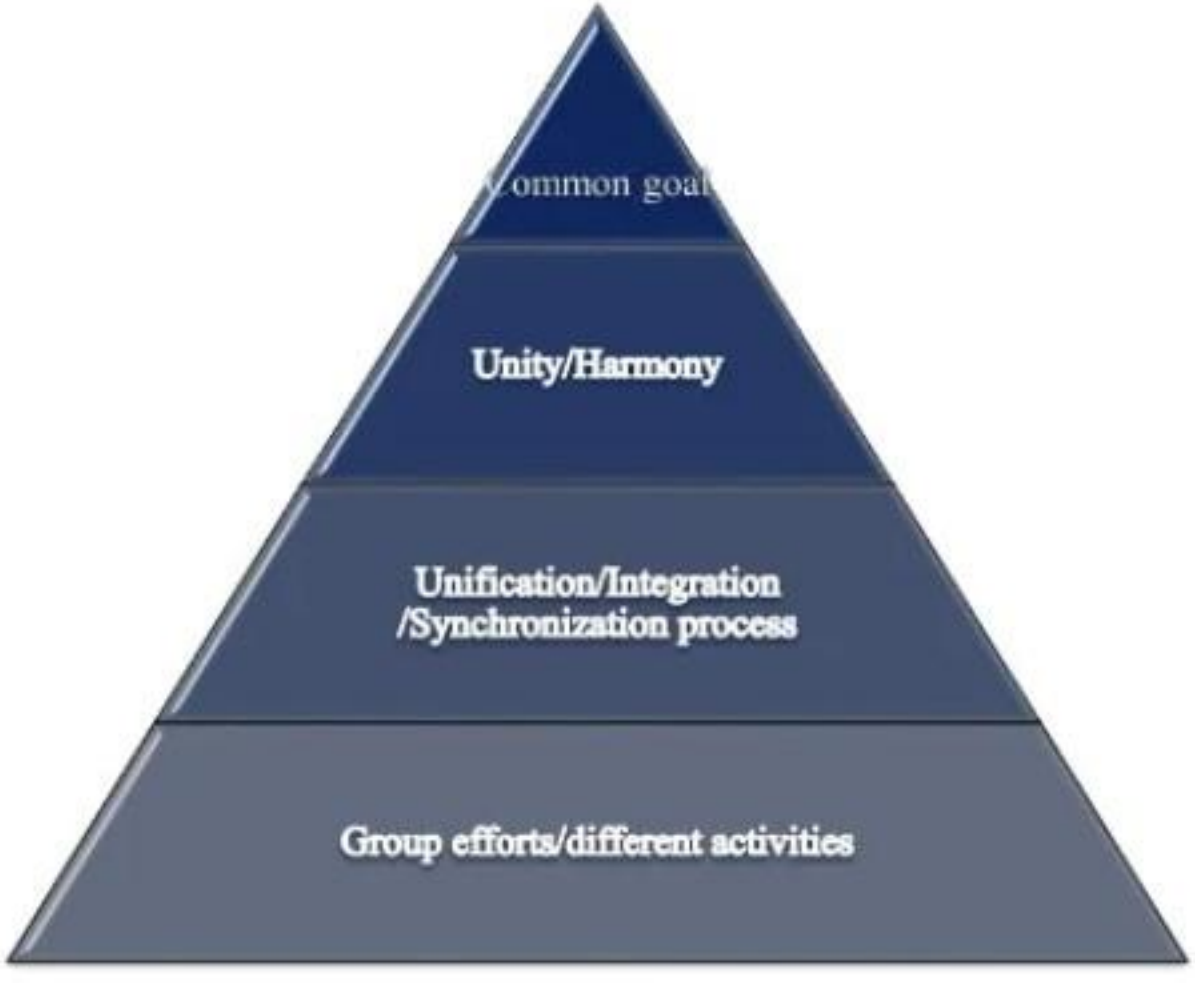
Coordination

Meaning of Coordination

- Co-ordination implies an **orderly pattern or arrangement of group efforts** to ensure **unity** of action in the pursuit of **common objectives**.
  - Co-ordination requires unification of diverse and specialised activities.
- Coordination is a process to establish **harmony** among the **different activities** of an organisation, so that the **desired objectives** can be achieved.
- Co-ordination as a function of management refers to the task of **integrating** the **activities of separate units** of an organization to accomplish the **goals efficiently.**
- Co-ordination is the **unification, integration, synchronization** of **the efforts of group members** so as to provide unity of action in the pursuit of **common goals**.
- It is a **hidden force** which binds all the other functions of management.

Coordination

Key note: Viewing coordination as a Pyramid



Coordination

Elements of Coordination

- According to Allen, "A manager in managing must co-ordinate the work for which he is accountable by balancing ,timing and integrating."

- The three elements of Co-ordination are :-
  - Balancing
  - Timing
  - Integrating

Coordination

Features /Characteristics of Coordination

- It is not a distinct/separate function but the very essence of management.
- It is the basic responsibility of management
- It does not arise spontaneously or by force.
- The heart of co-ordination is unity of action/purpose.
- It is a dynamic process (continuous or an ongoing process).
- It is required in group efforts, not in individual effort.
- It has a common purpose of getting organisational objectives accomplished.
- It is necessary to all levels of organization
- It is a system concept

Coordination

Need/Importance of Coordination

- **Increase in size and complexity of operations:** Need for coordination arises as soon as the operations become multiple and complex.
- **Specialisation:** Division of work into specialized functions and departments leads to diversity and lack of uniformity.
- **Clash of interests** – Coordination helps to avoid conflict between individual and organisational goals.
- **Efficiency and Effectiveness**: Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Quality of coordination determines the effectiveness of organized efforts.
- **Unity of Direction/Team work**: Coordination helps to ensure unity of action in the face of disruptive forces. It helps unity of action and helps to avoid conflicts between line and staff elements

Coordination

Need/Importance of Coordination….

- **Human Relation:** Coordination helps to improve team spirit and morale of employees. In a well coordinated organization, organizational goals and personal goals of people are reconciled.
- **Essence Of Management:** Coordination is all inclusive concept and the end result of management process. Coordination helps in the accomplishment of organizational goals.
- **Different outlook** :It becomes imperative to reconcile differences in approach ,timing and effort to secure unity of action.
- **Conflicts** :Co-ordination avoids potential sources of conflict.

Others

- Unity in diversity
- Term work or unity of directions
- Functional differentiation

Coordination

Need/Importance of Coordination….

Others…..

- Unity in diversity
- Functional differentiation
- Congruity of flows or congruent flows
- Specialization
- Reconciliation of goals
- Empire building
- Differential and integration
- Interdepartmental harmony
- Meeting environmental challenges
- Removes ambiguity

Coordination

Types of Coordination

On the basis of **scope or coverage,** there are **two types**, namely:

- Internal (the basis of **flow** there **two** types of internal coordination)
  - Vertical
  - horizontal
- External Co-ordination

Moreover on the basis of **organizational structure,** there are **three types** of coordination

- Pooled,
- Sequential,
- Reciprocal Co-ordination

Coordination

Types of Coordination….

Internal Coordination

- It is the establishment of relationship of among managers, executives, divisions, subdivisions, and other workers. This type of coordination happens within the organisation

Managerial functions which require Internal Co-ordination include:

- Planning
- Organizing
- Staffing
- Directing
- Controlling

Coordination

Types of Coordination….

Internal Coordination….

Horizontal coordination:

- Horizontal Coordination refers between the persons of the same status. Coordination between the departmental heads, supervisors, co-workers

Vertical coordination:

- Superior coordinates his work with his sub coordinates and vice versa. Sales manager coordinates his work with the activities of the sales supervisor.

Coordination

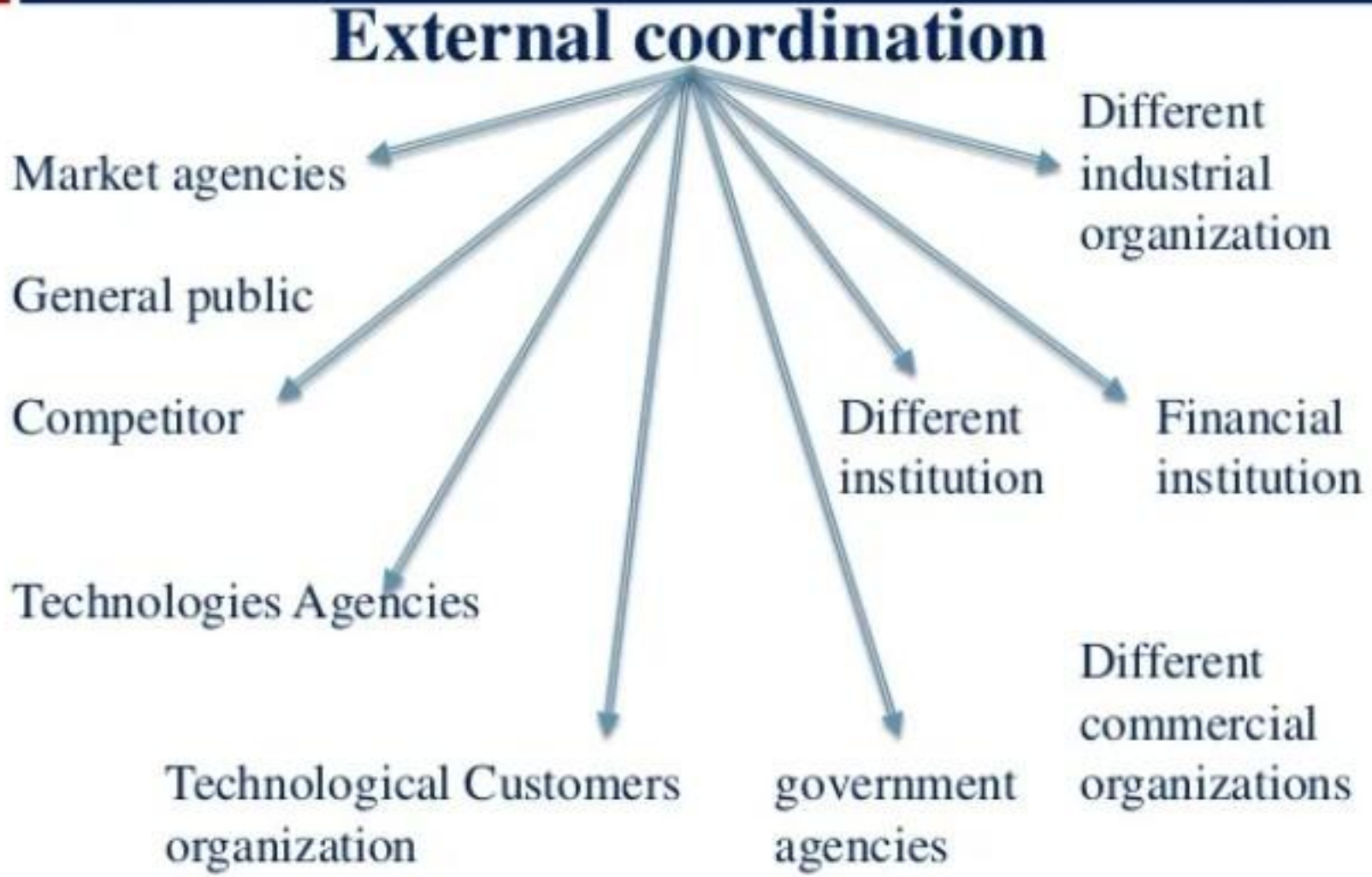
Types of Coordination….

External coordination:

- It is the establishment of relationship of the managers, executives, divisions, subdivisions, and other workers with the general public and different organisation.
- Thus organisation relationship with
- Customers
- Competitors
- Owner
- Government Regulations
- Changing Technology
- Other enterprises
- Business and Political Environment

Coordination

Types of Coordination….



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Types of Coordination….

Coordination based on Organisational structure

Pooled Coordination

- It exist in pooled interdependence model. In this type of interdependence, each organizational department or business unit performs completely separate functions. While departments may not directly interact and do not directly depend on each other in the pooled interdependence model, each does contribute individual pieces to the same overall puzzle. This creates an almost blind, indirect dependence on the performance of others.
- This model requires standardization in rules and operating procedures
- The demand for coordination to prevent slowdown is greater in this model

Coordination

Types of Coordination….

Coordination based on Organisational structure

Sequential Coordination

- This type of coordination occurs in a Sequential interdependence model. This model occurs when one unit in the overall process produces an output necessary for the performance by the next unit. Perhaps the most obvious example of sequential interdependence is an assembly line. Resources in a sequential interdependence model is essential to efficient operations.

Reciprocal Coordination

- This also exist in in Reciprocal interdependence model. This model is similar to sequential interdependence in that the output of one department becomes the input of another, with the addition of being cyclical. In this model, an organization's departments are at their highest intensity of interaction.
- Reciprocal models are the most complex and difficult to manage--one unit can change the rules and affect everyone else at any time."

Coordination

Principles of Coordination

According to **Mary Parker Follet**, there are **four principles** for effective coordination: These are

- **Direct personal contact**- Direct communication is the most effective way to convey ideas and information. Coordination is best achieved through direct personal contact with people. Direct face to face contact communication is most effective.

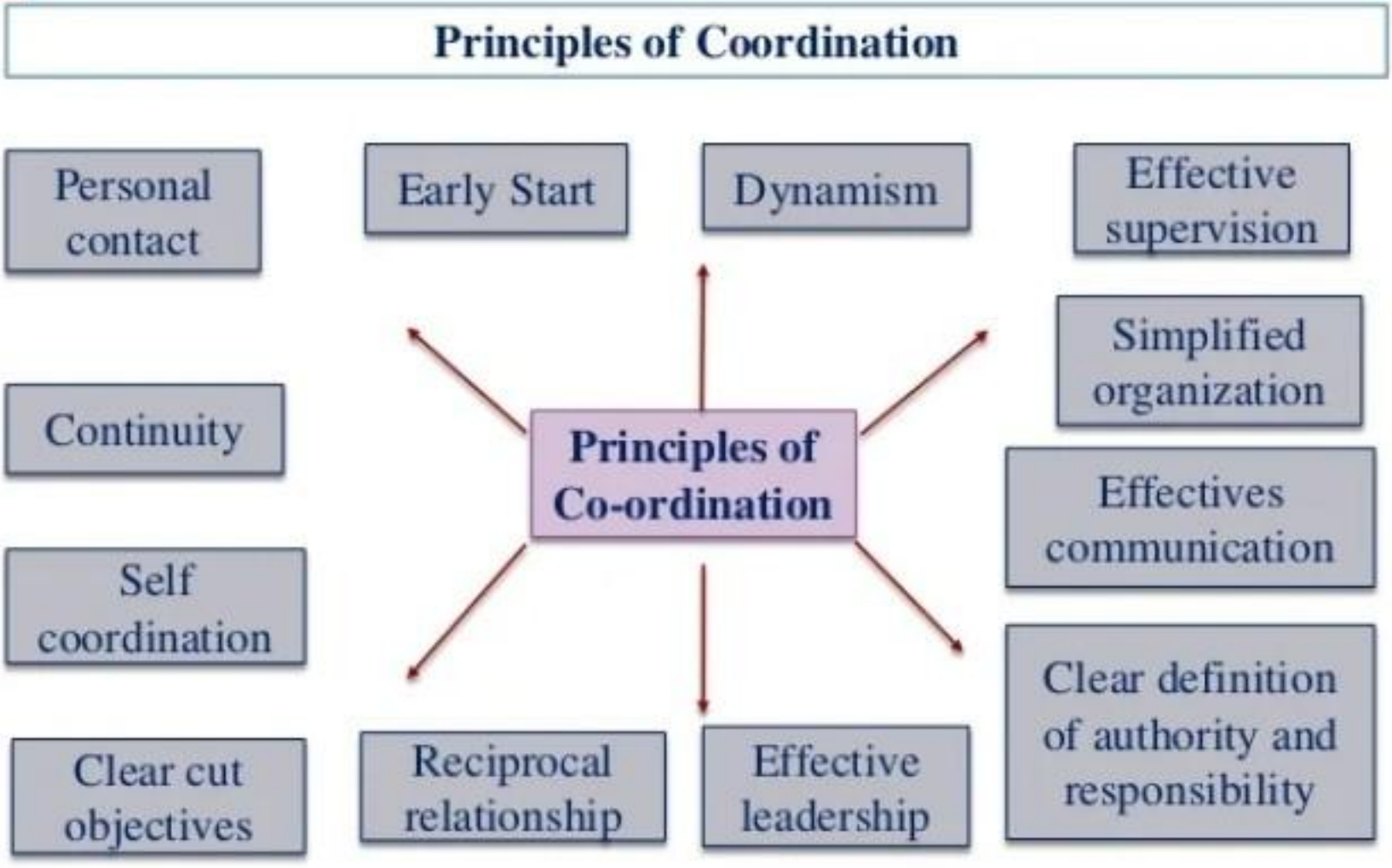
- **Early beginning-**Coordination can be achieved more easily in early stages of planning and policy-making. Plans should be based on mutual participation. Early coordination also improves the quality of plans.

- **Reciprocity**-All in a given situation are interdependent and interrelated. When People appreciate reciprocity of relations, they avoid unilateral action and coordination becomes easier.

- **Continuity**-Coordination is an on-going or never-ending process rather than a once-for –all activity. Sound coordination resolves conflicts as it arises.

Coordination

Principles of Coordination….



Coordination

Techniques of Coordination

- Sound planning
- Simplified organisation
- Coordination by committees
- Self Coordination
- Effective communication
- Effective leadership and supervision
- Chain of command
- Indoctrination and incentives
- Liaison departments
- General staff/Cooperation
- Voluntary coordination

Coordination

Techniques of Coordination

Sound planning

- Planning is the ideal stage for coordination. Clear cut objectives, harmonized policies and unified procedures and rules ensure uniformity of action.

Simplified organisation

- A simple and sound organization is an important means of coordination.
- Clear cut authority relationships help to reduce conflicts and to hold people responsible.

Coordination by committees

- Committee is a body of persons entrusted with discharge of some functions collectively as a group. it is significant in achieving horizontal coordination. committee ensures that problems which arises out of relationships among various units can be solved by group decisions.

Coordination

Techniques of Coordination…..

Self Coordination

- Modification of functioning of department in such a way that each department coordinates with other departments. it can be done by horizontal communication.

Effective Communication

- Open and regular communication is the key to coordination.
- Effective interchange of opinions and information helps in resolving difference and in creation mutual understanding.

Effective Leadership and Supervision

- Effective leadership ensures coordination both at the planning and the execution stage.
- Sound leadership can influence subordinates to have identity of interest and too adopt a common outlook.

Coordination

Techniques of Coordination…..

Chain of Command

- Authority is the supreme coordinating power in an organization.
- Exercise of authority through the chain of command or hierarchy is the traditional means of coordination.

Indoctrination and incentives

- Eg:- Profit-sharing

Liaison departments

- Liaison officers may be employed where frequent contacts between different organisational units is necessary.

General staff/Cooperation

- A general staff is very helpful in achieving interdepartmental or horizontal coordination.

Voluntary coordination

- Voluntary coordination is possible in a climate of dedication and mutual co-operation.

Coordination

Techniques of Coordination….

- Basically there are **two basic techniques** of coordinating
  - **Extrinsic coordination** (Chatman 1991)
  - **Intrinsic /Cognitive Coordination** (Kreps, 1997 ;Witt 1998, 2000).

- **Extrinsic coordination** is by relying on instructions, incentives, and monitoring mechanisms.

- **Intrinsic coordination** is by achieving a commonly shared understanding of the organisation's goals and procedures among the members/employees.

- *When any entrepreneur hires their first employee, he/she has two alternatives for coordinating the work. First, she can specifically instruct the employee about what to do, and then monitor the employee. If monitoring becomes problematic, the entrepreneur can implement appropriate incentives. Alternatively, she can tell the employee the company's goals and instill the employee's attachment to them. In fact, entrepreneurs can use such attachment as requirement of employment (Chatman 1991).*

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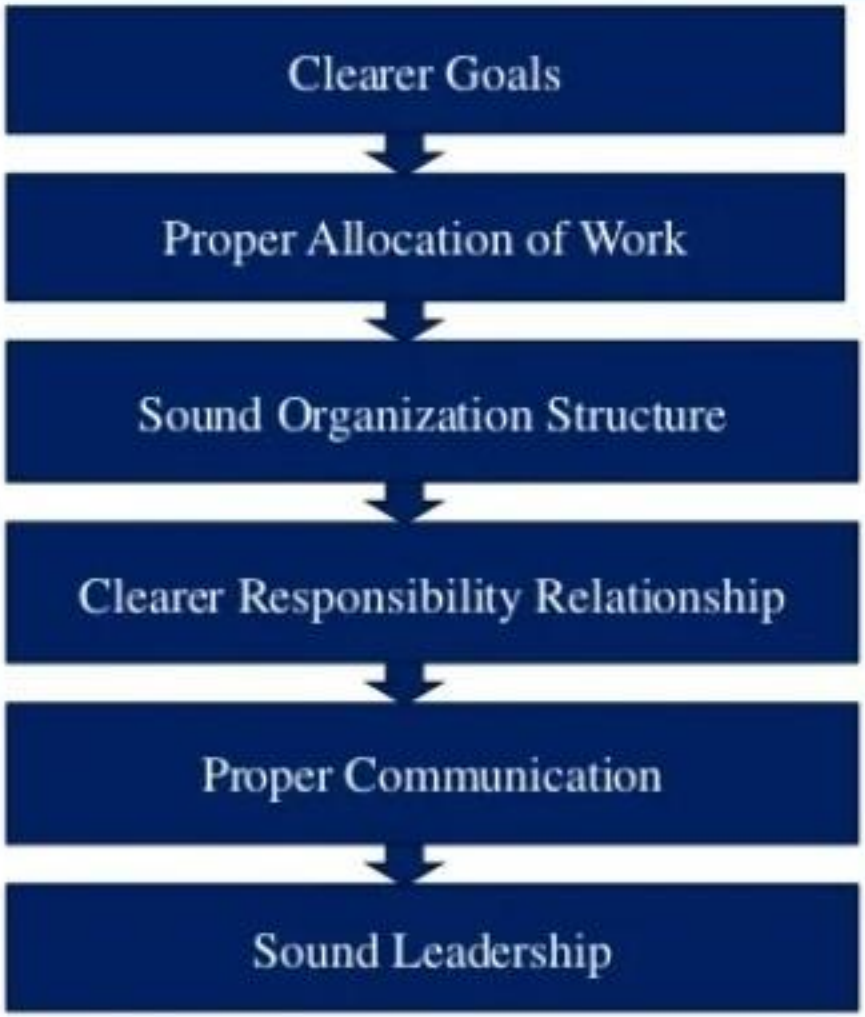
Problems of Coordination

In practice coordination faces certain problems, These include:

- Natural hindrance (e.g. bad weather, poor health situation, etc)
- Inadequate /lack of administrative talent
- Lack/Inadequate of techniques of coordination
- Misunderstanding
- Competition for resources
- Threats to autonomy
- Disagreement on objectives and idea
- Differing expectations of coordination
- Lack of trust
- Cost/benefit perceived as unsatisfactory
- Unilateral donor actions and agendas
- Rapid staff turnover
- Poor transition preparations

Coordination

Process of Coordination



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Coordination and Cooperation

- Co-ordination is an orderly arrangement of efforts to provide unity of action in the fulfillment of common objective

whereas

- Co-operation denotes collective efforts of persons working in an enterprise voluntarily for the achievement of a particular purpose. It is the willingness of individuals to help each other.

Coordination

Coordination and Cooperation

Co-ordination	Co-operation
It is the function of management.	It is not a function of management.
Coordination is an orderly arrangement of group efforts.	Cooperation is willingness to work with others or help others
The early success of an organization depends upon the degree of co-ordination.	Co-ordination is the basis for co-ordination.
Co-ordination is obtained officially.	Co-ordination is a voluntary service.
It establishes both formal and informal relationship	It establishes informal relationship.
There is a direct link between the achievement of objectives and co-ordination.	There is no such direct connection between co-operation and the achievement of objectives.

- Therefore, existence of co-operation may prove to be effective condition or requisite for co-ordination. But it does not mean that co-ordination originates automatically from the voluntary efforts of the group of members. It has to be achieved through conscious & deliberate efforts of managers, therefore it can be concluded that co-operation without co-ordination has no fruit and co-ordination without co-operation has no root.